## Owen links JMB with gold swoop



Serffalio



 Sofia off the hook



## Groce charge




Sex tems cut Two paravoiens jijed for




## Boycott under <br> guard in <br> Trinidad

 number of clainm abe about mas boughtior believe gold
JMB's affairs and the way the wiss bank


## Mother freezes to death outside neighbour's door

## Toll mounts in



## Cairo fighting



## Ulster link to Britain at risk says minister

The Government warned does and ifit lakes place in the
leaders of the Ulser Unionists name of Unionism I folicic
 srizain. and appealed to them
to call off Monday's srike in the province agains the
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 the respoosibility for lives and Northern Ireland ministers.
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crats know it is this chantber The Cabinet yesterday dis- in which ithose maticrs
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In Uhe Commons. Mr Mr Ming said that every slep
Mossihle would be laken on



 broken by the Unionists and job
there was a grave danger that might happen. $\quad$ Mr King, warned that
Mr Tom King, Secreary of Mondays strike could put
 threat to the union could dome others. particulariy if there
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ciem imperial Parrament of
the United Kingdom. This is The Prime MMinister last
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Barclays abolishes mortgage premium


Your own embroupered intial LADIIS' SHIIRIS AND FNE SLLX TIES TOO:
$\qquad$ VLIE FORMONEY
 JAMESMEADF


NADEIMES


## BBC fears threat to control



## - LHR

## SIN IN STYLE.

 (At wicked prices.) Air Canada fly direct from London Heathrow(LHR) to Singapore (SIN) via Bombay (BOM) (LHR) to Singapore (SIN) via Bombay (BOM). Air Canadaxsil give you a Canadian ranch
breakfast.(Almostimpossible to resist and very naughty, if you're $\frac{3}{}$ atching the weight.) Free drinks (tuit tut). Headsets (very antisocial) Blankets and pillows (well what would you
expect). In fact Air Canada will thoroughly expect). In
spoil you.
One thing, however. Às Canada do leav Heathrow at a decent hour, 11:30am The only
morning departure to Singapo morning departure to Singapore

- BOM

AIR CANADA


Militants out ${ }^{6}$ or branches will close'
R


## Private sector next in line



Workers in protest at print illat

action

Aconve nite dra


## Synod report rejects image of women as brass polishers



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| church funclions. Men siin had a monopoly of altar serving in about half the parishes. | was more likely due to lack of knowledge of women competeni 10 serve. |
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| Oother women. but there was | Ho |
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## Colour complaint by juror <br>  <br>     Mea yustice Pain said he had. hair uangied in Leonies and roecived a note from the juror, ther similar bairs were found wectived a noie from het juror. one of a panel of eight women.  labourer. of Anson Road. Thufnell park norh Liondon. has peaded not guily murdering Leonie in July has pieaded not guility ul murdering Leonie in July 1984. Miss Goddand claimed that he ginger body hair found with hed dead gint were miero-. <br> ind of inctasdirictas  dime has siximibid  Leonie's throat was eut and "sexually motivated murder".  Hecheard a waman screarm- ing and saw a woman knell  




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Tre team of six, which plans to attempt ihe
record crossing in early Jnly, will imclude




Hospital 'should not deliver babies'



Councils blamed for danger to arts Ripaituman Rndice imian wed

GOOD MORNING! ITSA LOVELY DAYIN FEBRUARY 1996, AND THE POSTMANS JUST BROUGHT YOU MORE THAN £12,000:

## unite drugs fight

## Army sex jail terms reduced


 had accused them of eang
rape. won big culs in hirir.
sentences in the Court of




## Compensation

 for teacher'spoor love life poor love life


Jail for raider who caused victim's death

 Afiur athe Cennan Cini and



 Roibloz of Manchese -He muss bave been crazy.

## BL loses monopoly claim on parts

 The Lew Lords unaoimous-
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by Armstrong Parenis whiel makes replacement exhaus
 ment of copyright
The decision is expected to
have far-reaching conse quences for all manufacturers quire repiscement pars. BL had ctaimed as owner o the copyright from which
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mand



PARLIAMENT FEBRUARY 271986 Leyland row－Sex discrimination －Ulster strike

## Leaders clash on future of






## Pope plot prosecution asks for acquittal of three Bulgarians




## Another

 Israeli killed in Lebanon

Kohl puts
Basques his case on Jews From Frank Johnsoo
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cist in contemporary Germa ny: Frau Hildegard Hamm
Bruchcr aged 4 ,



## In computers the biggest thing about big names is usually the price. Tandon is the exception.

Yandon suggest you decide simply on performance. And prite.


THE TANOOM PC.
Intel 8088 processor, two floppy disk drives each with 360 KByte, 256 KByte main storage memory, expandable to 640 KByte, high resolution $14^{\prime \prime}$ monitor THE PC COSTS £1,295 + VAT.


PCX, THE TANDOM XT.
Intel 8088 processor, floppy disk drive with 360 KByte, 256 KByte main storage memory, expandable to 640 KByte, 10 MByte fixed disk drive, high resolution $14^{\prime \prime}$ monitor THE PCX COSTS £1,595 + VAI.


## PCA, THE TANDOH AT.

Intel 80286 processor, floppy disk drive with 1.2 MByte, 20 MByte fixed disk drive, main storage memory with 512 KByte, expandable to 16 MByte, high resolution $14^{\prime \prime}$ monitor THE PCA COSTS £2,795 + VAI.

In case you didn't know, Tandon is the world's largest manufacturer of disk drives We got there, by simply doing everything in our power to make these highly sensitive and costly parts not only better but less expensively $\rightarrow \square$ Now we're doing the same for whole microcompurers. Computerilkiled

[^0]
# It＇s taken a lifetime to create The Mountbatten Hotel． 

## A hotel that was to capture the style and magnitude of Lord Mountbatten＇s life

 couldn＇t be built in a day．

And thus we stand，in the heart of London＇s theatreland，as a tribute to 80 years of greatness．

As you step over the threshold on to Mountbatten＇s personal household cipher you＇ll also be stepping back into a more elegant world．

One where beautiful artefacts abound and luxury is the order of the day． Following the strains of a classical harp into the Broadlands Drawing Room （which echoes the Mountbatten family＇s English country home）you＇ll find gracious living is alive and well．

Here the almost forgotten pleasures of mid－morning Karna and lunchtime Tiffin，so regularly $\quad$ wher

the most pukka Gin Sling this side of Singapore．

As the sun goes down，a civilised stroll across the hallway into the Burma Room restaurant is in order Unfairly perhaps，our menu of fine haute cuisine obliges you to choose between lobster en papillote merveille，sauté breast of guinea fowl with poppy，or salmon poached in champagne with truffles．But there is always tomorrow night．．．

And，once ensconced in one of our 120 bedrooms or 7 individually designed suites，you only need lift a finger to dial your every need．


Every room issumptuously decorated in true aristocratic style together with an Italian marbled bathroom，colour ar television with overseas satellite $\$$ 䯱 channels，trouser press，hair dryer and video movie service． And every suite contains its own jacuzzi． We have to admit，in creating something of an aristocratic home rather than a London hotel，we do tend to treat our guests a little like royalty． But that＇s a habit Edwardian Hotels has developed over a lifetime．
a smile to your face as you sample


Seven Dials．Covent Garden，London WC2H 9HD．TeI：01－8364300．Telex：298087．
Central Reservations Office：Edwardian Hotels，68－86 Cromwell Road．LondonSW7 5BT．Tel：01－581515L Telex： 919867




## Democrats prepare to sabotage Reagan's defence budget boost




Shuttle photographs back failed seals theory


Evidence in Flick trial may be flawed Ram rawn -nce

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 West reacts to Kremlin speecl

## Second thoughts

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## These motorists cut the cost of their motor insurance



So, callusnow on 01-686 2468



# Why Hanson shouldn't take over Imperial: A battery of evidence. 

Hanson's plan for Imperial.
The Hanson Trust offer document states that "the successful Hanson Trust technique of "handsoff" management will be put in place to support the existing managers and staff in realising the fullest possible potential."

In the light of theseimpressivesounding plans, it's interesting to consider what happened in the only previous instance of the Hanson "hands-off" management style being applied to one of this country's best known consumerbrands: Ever Ready.

The management of Ever Ready.
The fate of Ever Ready since its takeover in 1981 is a cautionary tale for anyone who thought Hanson would safeguard the company's longterm future.

For example, the Abingdon advanced projects division was sold off in 1982, hardly a demonstration of commitment to research and development in this highly competitive market.

Also in 1982, Duracell were happy to snap up their main rival's European operations, again courtesy of the Ever Ready management.

At the same time as these and other assets were being sold, capital expenditure in Ever Ready companies was being slashed by no less than $50 \%$. (Based on the average for the three years before and after acquisition.)


Andas if this weren't enough to blight Ever Ready's future, the price of the principal product also rose in the four years following acquisition by $33 \%$, well above the rate of inflation.

Then therewas the human cost of Hanson's takeover-over $40 \%$ of the UK workforce oftheEverReady companies have already lost their jobs.

Given all this, it seems reasonable to ask whether Hanson's management philosophy was really "hands-off," or "sell-off."

The Ever Ready resultssuccess or failure?

As you might expect, the result of selling assets, cutting investment and raising prices was a short-term boost in profits.

But what of Ever Ready since then? In the second half of 1985, profits were down $31 \%$ compared to the same period in 1984.

The companyalso suffered a $20 \%$ loss of overall brand share between 1981 and 1985. So what does the future hold for this famous company in 1986, and beyond?

And where, you may well ask, would Imperial's famous brands be if Hanson got its "hands-offs" on them?


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THE TIMES FRIDAY FEBRUARY 281986

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Communist is among first to be set free by Manila
The Filipinos who still live in fear of private armies









Apricot Collection starts where others finish-

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## Police swoop to arrest Maori activist




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Ethiopians flee forced move

## Refigees from Ehhiopia are gramme of－vilagization＂． floding into northern Soma－ Mr Sary Troeller


 More than 27.000 men．
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Royal Tour of New Zealand

## UN fears

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the rate of 6.000 to 8.000 cach －BER：A Russian soldier
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Wednesday and immediately boarded an Ateroflot fligh
Moscow（AP repors） The release．announced by．
 Resignation threat to Malaysian Cabinet If you want to update your office
here＇s a tip．

The electric tupewriters davs are numbered．

Because the Amstrad PCW 8256 puts real wordprocessing power within everyone＇s reach．

Its unbelievably low price includes a screen with built－in disc drive，keyboard， printer and wordprocessing software．

Everything，in fact，to get you
wordprocessing straight awny．
The high speed RAM disc allons you to store and retrieve information instantaneously：

And the 8256 has a fully integrated printer with a choice of letter quality and high speed drafting capabilities

It also has an automatic paper load system as well as tractor feed for continuous stationery

What＇s more，the PCW 8256 is also a porrerful computer with an enormous 256 k memory；and a huge number of software options．

The 8256 comes with a comprehensive and simple user guide，but if you want to learn really fast．there are a great many training courses
available around the countr：
And business users will appreciate the nation－
maintenance contracts which can easily be arranged．

All of which puts the ordinary office typewriter firmly in its place．The place featured in the picture above． From M．G．G．Pillai




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Mifister 2 ．
of UMINO．
of UMNO．
Dr Mahathir expects to call
early general elections within
the next six months．
Dr Ma hathir，besel
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## Dutch Citizens！

You are now able to participate for the first time from abroad in the elections for the representatives of the Second Chamber of the States General on 21st May 1986.
Naturally you do wish to make use of your right to vote．
You can register as voter before 24th March，that is to say that you registration forms need to be re－ ceived by the Rijksinspectie in the Hague by that day．
You can apply for a voters registra－ tion form at the

Netherlands Embassy
38 Hyde Park Gate
London SW7 5DP
tel．01－584 5040

## THE TIMES FRIDAY FEBRUARY 281986 <br> $\qquad$ <br> PROGRE HERES ALIST OF SOME OF THE MOST

You don't need to be a regular reader of the Financial Times to know that this is a list of very successful companies.

But progressive and far-sighted? Certainly.

They all recognise that they can only stay successful by training young people for the future.

And that having properly-trained people working for you means higher productivity.

And that a regular input of enthusiastic young people has a positive effect on everyone in a firm.

Which is why they're about to take on thousands of school-leavers on the new 2 year YTS.

These tightly-run companies will, with the happy agreement of their finance directors, be devoting time and money to training totally green sixteen and seventeen year olds.

An investment that will be paying returns year in, year out, way into the next century.

Up to now, over 100,000 companies have said they want to be part of the scheme. So your competitors are probably already amongst them.

# Scotch on the rocks? 




Games of Chance Francoise Sagan, the celebrated French writer,
confesses to 2 lifelong love affair with gambling, legacy of years spent in the glamorous casinos
of Cannes and Deauville. In Games of Chance, an extract from her new book $w$ ith Fondest
Regards. she explains with pride untinged by remorse her fatal ascination with the gaming

The prodigal Harvest of daughter
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La Rochelle back on stage fruits-de-mer

## Moffolic $£ 22,000$ to be won <br> Can you always get your copy of The Times? Dear Newsegenh, please deliver/asve me a copy of Tbe Times NAME ADDRESS



The French elections In alitition one frext


## Talking to a select few


 aimed at the young $\qquad$
lavest book This was witen







$\star$ THE NEW POWER OF FASHION
Milan: all the clothes fit to print Charismatic Paris Ice-cool in London $\star$ STYLE CRISIS IN THE STREETS Peter York on machine-made youth $\star$ WORLD CHAMPIONSHIIP SHOCKER Horses with jet lag

## $\star$ CAROLNE BLACKW00D

 INTERVIEWS IAN PAISLEY JENNIFER'S SOCIAL DATES FOR 1986Holiteles March 1.70
$\star$ OUT NOW
GO GET IT

## Surviving in the nuclear shadow



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## Hope and the true romantic



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Inviting trouble


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Foreign flood


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## Luck or skill in Reagan 'triumph'?



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## moreover

Miles Kington

## A poursuivant without peer

| Through the vineyards the weary traveller walked up the dusty track between fields of grapes. He had never seen grapes growing before but he paid them no heed. so weary was he from his long journey. a journey which had starned several days before at Heathrow Airporl and was now coming to a close thousands of miles away in New Zealand. He knocked on the front door. Then he rang the bell. Then he hit the door as hard as he could, but out of an upstairs window. $\qquad$ Are you Angus Mackenzie, master of Ballantrae Wines?. cried the , raveller. <br> the excise people you can clear off."The traveller permitted him- self a brief smile. "Not quite. Mr Mackenzie. I am from the College of Ams in London, England Men call me Poursuivant Herald <br> "Do they now? And what do they call you for shon?" <br> -Well. Pours. actually". admit- ted the traveller, "but that's not <br> the point 1 am here to tell you that <br> you are next in line to the title of Earl of Ardblair and the Foress. <br> Now that the late Earr is dead. you <br> are the IIth Ear!! My Lord." he added. <br> Some of us. given such a <br> message, would feel an unwilling awe. Others might laugh in dis- <br> belief. tinged with pleasure. Angus <br> Mackenzie did neither. He had a <br> ${ }^{\text {"Dear Lord.' }}$ groaned Pour. <br> Suivan! Heral Extraordinary. <br> Through the pine trees the weary traveller climbed, up the Stony traek lowards the lone crofi. He had been <br> He had been wravelling for days. on a joumey whicb had starred in <br> Naw zealand on a remote grape farm and was now about to finish <br> in the outer reaches of Pertishire. <br> foursuivant was about to come fare fo wire the 12 th Eart of Ardbair, one Fergus Mact | neaps, though he had never seen neaps growing before and hoped he never would again. Quite frankly, he was getting fed up with visiting far-flung outposts of the Commonwealth. He boped the a long time. <br> You are Fergus Mackenzie" he said ot the young man hammering in a post by the croft. <br> I am. and if you're from the anse about the neap wine. I can <br>  wondering why all heirs dabbled in alcohol. "l am from the College you have inherited a title. You are the 12h Earl of Ardblair! My Lord. ${ }^{\text {No }}$ Nidding! sside the young man. How come?" wine-grower in New Zealand, has the titic." Great!" said the Earl. <br> "Do 1 get the vineyard as well.7" are the next in line. yes. 1 hadn't thought about that. yes. I am sure facthad so said Poursuivant wbo in ${ }^{-G}$ Great idea. do with a vineyard. Tell you what Tll take the grapes. but you can keep the tille. I renounce it li's all yours."You what?" said Pours. Oh my God. <br> ower block in London the 15 -torey the weary traveller. He got our al the renth floor and went in through the door marked "Untraceable Earldoms his briefcase on the desk and said to the man behind it. "I resign! l've had it up to here with being Poursuivant Herald Exiraordinary. I travel the wortd offering people titles and none of them want them. Tell someone else "they've inherited the job!" <br> ald Extraord of Poursuivant Heryou like travelling the world and meeting intcresting people? If so. Write in to the College of Amms. floor. Tilles House. ECI. Must be fil. bealthy and a bit of a loony.) |
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## THE NIMROD LESSON

| On Tuesday the Ministry of Defence disclosed rew plans tosharpen the competitive edge |  |  |
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## VIOLENCE IN THE LECTURE HALL

## Student politics have long been quije The overheated politics evaporated years ago. The National Union of Students has recently devoted straight or interest-group representation in the course of srargestitation, in triecocourseup of rewhich it has righty had plenty to say about stadents' living The recent spate of thuggery and verbal abuse in universities is perhaps anomalous, But the disruption of visitors speeches and lectures cannot iberefore as some vice-chancellors might wish, be set on one side. which speech is possible reach to the heart of academic life. the very acquisition of knowt- edge, depend on silence in the edge, depe lecture tall podium. An out-of-hours talk by an accomplished politician (Mr accomplished poitician (Mr John Carliste deserves no less a title) is one thing if billed as a tite) is one thing: if billed as a public meeting the rules might stretch to allow at the most some heckling But a private meeting on a campus deserves the fullest intemal deserves the fullest intemal protection An academic lec- ture has absolute privilege. <br>  <br>  <br> MR GANDHP'S HARD ECONOMIC ROAD



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It was to tackle this that Mr


| will be the business and professional classes in whose fagrow. The hurden, however, will hit everyone equally: which is 10 say that in the ahsence of any compensating gain it will hit the poor <br> Last May when Mr Gandhi altered the balance of taxation away from direct to indirect working classes that were hardest hit by the price jump. again to reduce the massive trade deficit created hy the new were first in the receiving line. Not surprisingly, the opposition have been guick to exploit the resulting diseontent. to the process they politieal costs that Mr Gandhi's economic policies tions are their result and if Mr Gandhi stieks to his policies Worse stilf the disaffection may also spread through his party many of whose mem- bers have grown fat on the opportunities for graft prein walking down economie path Raiis chosen runs grave polinical risks. He is showing courage I1 is im- portant that he succeeds. He dcservcs the. support of all India's friends. |
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## LETTERS TO THE EDITOR

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## Water charges <br>      charices based 0 o rutablic value. fiderer there was an example of <br> <br> r <br> <br> r <br> and ant int <br> ${ }_{\text {men }}$ <br> sed red nid the <br>  <br> 

## Cricket violence



## The night sky in March

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Sale room
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BITUARY

## CANON DOUGLAS WEBSTER

World－wide evangelistic ministry

| The Rev Canon Douglas Wehster．DD．Canon | in different parts of the world． relating the gospel to the |
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| He was edi | ant ministry， |
| ollege and St Peter＇s | six continents． |
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| ministry ln 1947 Webster | at the selly |
| appointed Lecturer in Theol－ |  |
| ogy at the London | that the job he had done had |
| Divinity，of which Lord $\mathrm{CO}_{8}$ | been unique． |
| was then Principal | In 1969 he |
| orn that tim |  |
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| twin themes dol | first of Preerentor，then |
| thought and activities | Chancellor．Through his |
| the fellowship of the Church | preaching he continued |
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| 1953．they foun | travel aidely to lecture．He |
| Max Warren，then General |  |
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| deeply conscious of the peed |  |
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| and reinfo | Whar is Erangelism？In these |
| logical inquiry．He saw | S－ |
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| of missionary activi |  |
| MRS DER | K TAN |


| Sir Hugh Wontmer writes： With the death on February | al charm and effe personality． |
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| 23 of Mrs Derek Tangye，a | Gradualy the office became |
| long and successfiul literary parnership with her husband | more and more a busy centre |
| the author |  |
| which produced | creasing numbers aw harough |
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| Trual lire in Cornwall，has | thes |
| come $\begin{aligned} & \text { co an end．} \\ & \text { Before she was } \\ & 20\end{aligned}$ | me |
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| Jean Nicol，had started her | editions |
| career as a journalist on |  |
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| d－ | She called The Saroy Sian－ |
| of Dorothy Dix | ican jourmalists resident in the |
| Savoy，as a junior member of | Savoy，as it incurred a |
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| afterwards，at the outbreak of |  |
| war． |  |
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| the Savoy，as being near to |  |
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| greatly fostered hy her person－ | chiefly of their rural life． |

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& \text { BRIG PHILLP CUDDON }
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| SIR ANTHONY RAWLINSON |  |
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| tes: | living as well as of its serious |
| unumely death or |  |
| Iowdon you recorded on |  |
| of the ablest and most effec－ tive civil servants of his generation：he was an upright and admirahle man． |  |
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| In all that he did，as a civil | some of his closest friend－ |
| servant or otherwise，he acted with clarity of mind and expression，meticulous atten－ tion to accuracy and to detail． rohust firmness and determi－ nation of purpose，and un－ swerving |  |
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| He could be an exacting |  |
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| others in demanding the same high standards as he set himself．But that was com－ |  |
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| hined with a capacity for friendship in his personal relations which ensured that the respect in which he washeld was accompanied for those who were close to him， by warm affection． |  |
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| He was a good friend． utterly dependable and staunchly loyal in his friend－ ships．He was also a stimular－ ing cormpanion：he was a manwho put a lot into living and made the mest of iffe，active and energetic in all he did， with a keen sense of the fun of |  |
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|  | their sons in their great grief． |
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| to Ethiopia died suddensly on February 25，Tass news agen－ cy reported He was posted to Addis Ababa in March， 1985. |  |
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| Professer David Steel An－ derson，who was Emeritus Professor of Accounting and Business Method in the Unj－ versity of Edinhurgh，died on February 11 at the age of 83 ． |  |
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| ${ }_{\text {BL }}$ Sir who Alfred Lassam Goodson， |  |
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| died on February 17 at the age of 92 ．He was Master of the Coilege Valley Foxhounds |  |
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# Every day, millions of Americans can't resist sticking their tongues out at us. 





## AAH HOLDINGS plc Record Interim Results

| FINANCIAL HIGHLIGHTS | $\begin{aligned} & 9 \text { monthsto } \\ & \text { 3i December } 1985 \end{aligned}$ | \%change over 1984 |
| :---: | :---: | :---: |
| Turnover | £715m | +100\% |
| Profitbefore taxation | £11.7m | + 76\% |
| Earnings per Ordinaryshare | 12.02p | + 55\% |
| Ordinary dividend pershare | 2.94p | $-+10 \%$ |

* "A fundamental change has taken place in the size and shape of the Group."
* "Pharmaceutical distribution business takes a major step forward."
* "Based on the performance of the enlarged Group to date, I am confident that the year's results will be very satisfactory."

Bill Pybus, Chairman

For further information on our current year progress write for a copy of our Interim Report to the Secretary, AAH Holdings pic, 76 South Park, Lincoln
LN5 8ES.

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## BT exploits local call monopoly, says survey

 Energy Correspondent

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## YOUR OWN BUSINESS

## Selling science successfully




Profiting from science: Hywel Lloyd, chief exectitive of Oxford Lasers

 and is the aim for next year as well
Hywel Loypany to sponsor, wier executive, says it he Science
 square foemponany is due e esto open 30000
ment space.









LCCI's stateside mission

## By Teress Poole <br>    <br> The 22 members of the LCCTs North <br>  compaible with the General Agreement on Tarits and Treder "Bay American" procurement, poli-   

BUSINESS TO BUSINESS
Selling property, franchises, equipment etc to small and large companies or businesses


The Board of Directors of Imperial Chemical Industries PLC announce the foilowing trading resaits of the Groupp for the year 1985
subject to completion of the audit, with comparative figures for 1984

| ICI Group financial highlights <br> 'Group' neeans ICl and its subsidiaries. 'Sm'means millions of pounds sterling. |  |  |
| :---: | :---: | :---: |
| ; | ${ }_{£ m}^{1985}$ | $\underset{\text { Em }}{1984}$ |
| Turnover (sales to customers outside the Group) |  |  |
| Chemicals-UK | 2,433 | 2.346 |
| -overseas | 7,426 | 6.474 |
| Oil. | 866 | 1.089 |
| Total turnover | 10,725. | 9,909 |
| Fadimg profit | 978 | 1,063 |
| Profiri before taxation | 92 | 1,034 |
| Net profit attributable to parent compary before extraordinary items | 552 | 605. |
| Earnings (before extraordinary iterns) per $£ 1$ Ordinary Stock | 86.4p | 98.2 p . |
| Dividends perst Ordinary Stock | 33.0p | 30.0p |

Trading results for the first quaner of 1986 will be amounced on
Thursday 24 Apriil 1986.

BUSTNDSS
OPRORTUNITES

| LARGE RESTORATION WORKSHOP CENTRALIL LONDON <br> with many years international experience seeks partiner for development of trading in Fine Ars. <br> 01-221 1282 after 6. |
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AM OPPORTUNTI FOR A YOUNG



STHFOLX NURSING HOME



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| SUBSTANTIAL FUNDS AVAILABLE <br> for the acautsition of privale companies. wiu consider ioinl seniures with estabitshed companies currently under innanced. Retirement sales and managemeni bryy-outs especially welcomed. pryale share pucrasers a. 935795 or 4865139 . |  |
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[^1]We wouldn't recommend this experiment for real, but it's an interesting hypothesis nevertheless. Imagine it.

The salesman guides you into the driver's seat. It feels reassuringly firm, yet so comfortable it could have been made specially for you.
(In fact, it has an adjustable lumbar support and a 12 -position height and rake adjustment.)

The door closes with an effortless clunk.

## "IT'S A MERCEDES"

Good guess, but the wrong one.
Somehow, you can sense the feeling of spaciousness inside the car.

Yourhandsfall naturally ontothesteering wheel, and your feet onto the pedals.

Youswitchontheignition.Theenginefires instantaneously, dyingtoa barelyaudible purr.

## "A DAIMLER,PERHAPS?"

Perhaps, yes. But actually, no.
As you pull away from the kerb (don't worry, the salesman gives you directions) you notice the lightness and precision of the powersteering.

You accelerate briskly through the gears, enjoying the smooth power of the engine.

This car is no slouch.

## "IT'S ONE OF THOSE BIC BMW'S"

No it isn't.
Thesalesman,feelingratherpleased with himself, helps you with a few clues.

He tells you about the car's welded box-
steel construction, and the 9 coats of paint and primer that protect the bodywork.

He mentions the 13 -outlet heating and ventilation system, the 17.2 cubic foot boot, the central locking.

You can feel the power-assisted brakes for yourself.
"A JAGUAR?"
Wrong again.
Against your better judgement, you start to lower your sights a bit. You did, after all, mention a price limit of $£ 11,000$.

But what car of that sort of price could give you this sort of ride?

Unable to contain your curiosity any longer, you pull into the kerb and pull off the blindfold.

## "A VOLVOI I KNEW I COULDNTT AFFORD IT."

Yes, it's a Volvo. The 740 GL , to be precise. And yes, you can afford it.
Amazingly, the car you thought could have been a Mercedes costs only $£ 10,271$.

You turn to the salesman sitting beside you. In one hand, he has an order form for a brand new Volvo 740GL

In the other, a pen.
Despitehis presumptuousness, you sign.
To:Volvo, Springfield House, Princess Street, Bristol BS3 4FF\%
For a brochure, phone (0272) 217082 or post the coupon.
Mr/Mrs/Miss.
Address.
THE 1986 VOWO 740. FROMOM E10,27n.

## 

# The high-fliers of the fleet 





The Japanese emphasis on quality has set new standards in car production and in winning customers Fieet Motor Show, is impor







Vauxhall has set the pace as market
leader at the expense of Ford which
is ready to make fresh inroads


| make fleets in recent years to keep the pressure on tradiilontaking them for granted. | Vauxhall is a good example of this. In 1980 its nleet | initial British output of 34,000 cars a year and Peugeol's | with the dealer depending fo his profil on manufacturer |
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|  | major companies. This year | the Cava | As one car manufacturer's |
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| ness. "Real" or not th | He |  | One fleet manager Lold him |
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INSIDE
step - Rocky road for Rolls step

Nissan's Bluebird is poised for take-off

## 10 $£ 8.500$. All models will the main components shipped country were further samples 

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# Rolls-Royce still faces a rocky road 



The German thoroughness that impressed the British


CHECK UP with Esso Chargecard's new Fuel Operations Control and UsageSystem-which provides full analysis on all purchases, any misuses or abuses, and focuses attention on poor performance by any vehicle.
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Gazelle Group Picc. South Bank Business Centre,
Ponton Road, London SW8 5BL. Telephone: $01-6270000$.


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More employers are finding there are cheaper ways of getting the vehicles they need

## Companies that cash in with contracts




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Alive with the sound of motoring



## Vauxhall announce a more elegant way to travel. Belmont Class.

Do you ever hanker for those bygone days of travel?

The days when the Grand Tour meant rather more than "If its. Tuesday it must be Rome"?

Then allow us to introduce the new Bemont A stylish saloon frome Vauwhall. Thzthe monient you enter the Belinont yavitnotice kto unusually high heve of appointments.

The front seatbelts, for instance, can be individually altered for height and driving position.

And of course, should you decide to push the boat out with the GLS trim you'll find much more in store

Gentrat door locking, even a steering Wheet that can be adjusted for the most confortable angle.

But in any form, the Belmont's piece de resistance is its boot. The largest in its class, it boasts a mammoth capacity of $19.4 \mathrm{cu} . \mathrm{ft}$,
easily accessible thanks to alow loading lip. And thanks to $60 / 40$ split folding rear seats, you can carry passengers at the same time as transporting lengthy loads.

Consider the GLSi, for example. Its streamlined coachwork has a class-beating drag factor of just $0 \cdot 32$.

Even with an impressive top speed of 124 mph, it still manages to return a creditable 55 mpg when cruising at 56 mph :

The Belmont is available with a wide choice of cabins.

Seven in all. With three trim levels and four engine variants.

Right now, you'll find the new Belmont berthed at your Vauxhall-Opel dealer

Why not book yourself a maiden voyage?

## The new Vauxhail Belmont. From £6,210 to $£ 8,095$.

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## If the price is right the source doesn＇t matter



## More room now for the professionals

| Increased demand for fleet management services seems ahinking which came during the worst of the recession．The search for efficiency was on with a vengeance so that after companies had rationalized companies had rationalized worfforces they then started to look at their more peripher－ al but nevertheless crucial activities among which car fleets were the most importan1 from a cost point of view． Geico International，part of Corporation，estimates that fleel management servicing per cent and 9 per cent of a fieet market that in toial cles． $\qquad$ attitudes now emerging a further growth this year in the use of fieet management ser－ vices of at least 20 per cent seems likely．There was a growth last year of about a fifh． <br> These are estimates by Roy the Manchester－based Gelco international which has been a specialist in fleet manage－ Gelco and Swindon－based PH \＆H．both with United States parents，claim to be the lead－ management sector where there is also an increasing number of companies which have won their spurs in con－ tract hire and are putting their expertise in all aspects of now being neet manage by top ma ment to good in the in use by offering $\qquad$ <br> management arrangernents． <br> Equally．Gelco has also pany now operating in con－ tract hire． <br> Research for Gelco by Dumn Bradstreei，the mar－ ket research specialists，sug yess in leasing of vehicles， now accounting for about a fifth of whe company car market，and rather more is contract hire（nearty 18 per cent of the fleet markel） Outrighit purchase has slipped from rather more than 66 per market to less than 58 per cent About 70 per cent of managed． <br> These estimates are sather more optimistic than some others on the role of leasing and contract hire，but the conclusions do reinforce the evidence for a switch by an increasing number of compa－ nies towards a more profes－ approach to fleet <br> Fleet policy decisions now are largely in the hands of top found The research showed that half the decisions were made hy a managing director while another quarter were atureutives．Di sirectors were in－ volved in another 15 per cent of such decisions． <br> There is now an array of computer software packages grips with feet management increasing sophistication of companies towards such man－ But the fieet management | professionals such as Gelco see bis room for expansion because so many fleets are still self－managed．It is those with car fleets of up to 300 vehicles which are seen as the likeliest now to turn to the profession－ als． <br> David Scaife，Gelco＇s sales director，said：＂Companies in this bracket are becoming aware that a fleet manager is no longer a man with grease ders on the wall．They need a financial controller wbo only wants to spend part of his time concerned，with fleet <br> What filet management companies offer，for a man－ the administrative burden of ninning a vehicie fleet from through pheir insurance and maintenance and repairs to their eventual sale and re－ The <br> he gream is to do all this with the greatest efficiency．But it does not run to what the contract hire companies effec－ tively offer which is a total insurance on the bouom－line cost Fleet management com－ panies do not for instance， guarantee a specific re－sale of is useful life． <br> For the medium－sized and smaller company particularly there is nevertheless the chance of benefiting from the discounts which big fleet man－ <br> ons are ${ }^{-} \quad \begin{aligned} & \text { panies can } \\ & \text { pecure from cair }\end{aligned}$ <br> ng taken <br> managers secure from car makers．Gelco． for inslance．is <br> industry responsible for 30,000 vehi－ cles．This cali－ bre of buring power can only be matched hy the bigger be matched hy the bigger British companies running heir own feets It equally means discounts on replace－ tyres，batteries and exhausts． But what the fleet manage－ gent specialists claim is that their own controls also build in the expertise of qualified automotive engineers who can they should be doing in main－ tenance and repairs at the trost reasonable price <br> Mr Foster sajat：＂With our extensive data base we can vide a basis for decisions at the night time．＂Due warning when，anticipating snags and costs before they happen 50 that a stralegy for a particular car fleet can be buist up and the right decisions taken in good time． <br> As the Ciry approaches the Big Bang that will widen many financial institntions are turning to the fleet man－ are being acquired as part of the remuneration packages for the financially skilled now in sucb demand．Some City firms have gone from owner－ ship of score of cars to nearer 200，according to Gelco． <br> What the bright young City害解 is driving varies widely． Vauxhall Cavaliers and Ford Sierras as well as the especially Golf GTi，ibe whole range of BMWs and particularly the Audi Quatiro models． are in high demand． |
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## Praise in the promised land for England＇s midfield composure

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## Ireland＇s organization is a bane to the opposition






## Lyle is finding it hard to qualify

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## Wilson＇s consolation prize <br>  



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Thorne cruises through




## FOR THE RECORD



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## Incident mars Pakistan victory



Fiddian－Green：Beau with the less than dandy name


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1HE TIMES FRIDAY FEBRUARY 281986 RACING：BROOKS GIVEN GO－AHEAD BY JOCKEY CLUB


## Latest recruit to training should soon win his wings

## Two Britons are surprise stars of satellite series




## De La Hunty secures

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## Schoolboy hopefuls ready to try again

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## Wales need to adapt to new Scots keep set of circumstances




NORDIC SKING

> New style will be a drawback for Britain

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## The solution

 of eliminator puzzle No 16,980 will appear on Thursday March 6















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